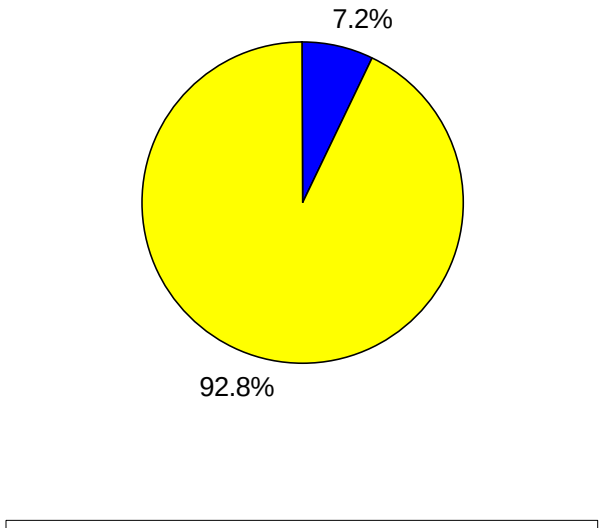
70-08-Asset and Policy Management

Fund/Agency: 001/70	Department of Information Technology
Personnel Services	$1,689,032
Operating Expenses	$1,193,409
Recovered Costs	$0
Capital Equipment	$0
Total CAPS Cost:	**$2,882,441**
Federal Revenue	$0
State Revenue	$0
User Fee Revenue	$0
Other Revenue	$0
Total Revenue:	**$0**
Net CAPS Cost:	**$2,882,441**
Positions/SYE involved in the delivery of this CAPS	25/25



▶ CAPS Summary

This CAPS provides management, policy, fiscal and administrative services for all the divisions, programs and services in the Department of Information Technology. It is the responsibility of this CAPS to ensure coordination of all programs, to provide administrative support, to develop County technology standards and ensure compliance, to develop the technology architecture, to research and develop information security policy, to provide fiscal and human resource management, to coordinate information technology audits, and to manage the Fund 104 portfolio.

This CAPS provides support oversight for countywide information technology planning, standards, and IT budgeting and fiscal management. It supports work of the Chief Informaiton Officer (CIO), Director of DIT, the Senior IT Steering Committee, and, the Information Technology Policy Advisory Committee (ITPAC), which is appointed by the Board of Supervisors, to review and advise the Board regarding the County's information technology direction.

It also provides oversight for the planning and management of the functions, programs and services of the Department of Information Technology; execution of the Fund 104 IT investment portfolio; and strategic and tactical direction to provide information technology support Countywide. This includes:

- Executive management of the agency, including strategic planning to support the County's information technology needs, decision making support for County multi-agency teams, leadership and participation in senior management steering committees and boards, and management of IT equipment replacement programs.
- Technology architecture planning and coordination of County technical and information resources.
- Marketing and acceleration of best practice implementation of IT in government.
- Information security and IT use policy.

Fiscal Management

The fiscal management program prepared budgets totaling $62 million in FY 2002, including the General Fund, Fund 505, Fund 104, and portions of Funds 303 and 120. Expenditures are monitored and analyzed and required financial reports are completed and provided to staff. Financial staff works closely with DIT's management, and County departments such as the Department of Management and Budget (DMB), Department of Finance, Department of Human Resources, and the Facilities Management Division to develop budgets, perform financial monitoring, produce invoices and customer account statements, collect revenues, ensure compliance with Federal and State requirements, and manage our physical workspace. The human resource area provides personnel administration support, including payroll and processing of all personnel actions.

The contracts management activity supports program development, performance management and monitoring activities on behalf of the Information technology programs. Staff acquires, reviews, and analyzes DIT contract information, then works with program management to keep them informed of changes and pertinent deadlines. In addition, staff prepares the necessary correspondence and documentation to ensure that viable contracts are in place and are correctly utilized to minimize delays in materials and or service availability.

Research and Performance Management

This activity includes monitoring programs to imbed continuous improvement and measurement into all DIT functions. A major effort is underway for developing, enhancing and maintaining a comprehensive, strategic performance measurement system. This system provides continuous feedback to managers as to the progress of their unit in meeting the Information Technology goals published in the IT Plan. In addition, work is being done with the DIT divisions on specific improvement projects. The Application Life Cycle Standards, for example, improves the development of applications by providing a consistent framework to ensure communications and high quality applications. The individual DIT branches (CAPS) are provided assistance in examining their processes and helping them implement improvements.

This area also provides leadership for advanced and emerging technologies, and assesses potential application and readiness of new technologies for cost-effective deployment throughout Fairfax County. It provides consulting support on major technology acquisitions, including formulation of requests for proposals, assessments of product and vendor viability, formulation and execution of negotiating strategies, evaluation of best-value proposals, and consultations on licensing models, pricing structures and other key terms and conditions of

major contracts. It supports efforts to formulate and maintain a cost-effective technical architecture that maximizes IT infrastructure responsiveness to changing business requirements. In addition, it performs IT planning and analysis activities in support of the Director and CIO, including monitoring a myriad of sources on IT best practices and industry trends. Relevant and timely published research is disseminated to DIT senior management and operational staff.

IT Portfolio Management

This activity manages the County's Information Technology Fund (Fund 104) where major technology initiatives and projects with the highest priority for the County are budgeted. An IT program manager with project experience conducts these activities and monitors, and reports progress of the portfolio to the IT Director and the CIO.

Development of the initiatives includes initial project recommendations from the County agencies as part of the annual budget process. Early in the process, Departments are requested to submit both a business and technical viability analysis for each proposed project. The business analysis, reviewed by staff in the DMB, includes such factors as business objectives, return on investment (including cost savings, cost avoidance, enhanced revenue, non-quantifiable service benefits, staff savings, and staffing efficiencies), indicators to be used to measure success, estimated costs, business-related risks and alternatives to the proposed project.

The technical analysis, reviewed by staff from DIT, includes such factors as proposed system architecture and its compatibility with County's Technical Architecture Standards, impact on existing systems, data conversion and electronic interface requirements, and staffing requirements for development, enhancement and maintenance of the project.

From an interview process involving user agencies, a recommendation for project funding is created. The Senior IT Steering Committee and ITPAC review the recommendations, revisions (if needed) are made, and ITPAC writes a letter endorsing the proposed projects and funding to the Board of Supervisors. The Board makes the final decision on funding based on this endorsement.

▶ Method of Service Provision

Provided through best practices management techniques and the appropriate application of County policies and procedures. Staffing for the CAPS is comprised of the department director, program managers and administrative clerks.

▶ Performance/Workload Related Data

Title	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Estimate
Volume of County IT acquisition transactions process through this CAPS	1,421	1,584	1,723	1,765	1,800
Acquisition accuracy first attempt	N/A	N/A	90%	92%	96%
Acquisition transactions staff efficiency (in hours)	4.1	3.0	2.5	2.4	2.0